

DEPARTMENT OF THE NAVY  
Office of the Chief of Naval Operations  
2000 Navy Pentagon  
Washington DC 20350-2000

OPNAVINST 1700.12A  
N15  
29 November 1995

**OPNAV INSTRUCTION 1700.12A**

**From:** Chief of Naval Operations  
**To:** All Ships and Stations (less Marine Corps field addressees not having Navy personnel attached)

**Subj:** UNITED STATES NAVY QUALITY OF LIFE POLICY BOARD

**Ref:** (a) CNO Washington DC 091811Z  
May 94 (NAVOP 013/94)  
(b) OPNAVINST 1700.13

1. **Purpose.** To establish the Navy Quality of Life (QOL) Policy Board. The Navy's QOL Policy Board and its associated working group is created to provide a Navy-wide forum to ensure high-level attention to issues affecting the QOL of our Sailors and their families. This is a complete revision and should be read in its entirety.

2. **Cancellation.** OPNAVINST 1700.12.

3. **Background**

a. The current QOL Policy Board was originally established as the Morale, Welfare, and Recreation Policy Board. In 1991, this Board was expanded in focus to include family housing and bachelor quarters, family services, and educational services, and was renamed the QOL Policy Board. In 1993, the QOL Policy Board focus was further expanded to include galleys, commissaries, and the Pay, Personnel, Administrative Support System (PASS) as QOL issues.

b. The QOL Policy Board, in providing recommendations on program issues, serves as a valuable source of information to assess needs, confirm QOL funding priorities, and contribute to achieving the most cost-efficient use of limited appropriated fund resources available to support QOL programs. The approved QOL Policy Board minutes are also useful to Resource Sponsors,

Assessment Sponsors, and individual Program Managers in developing program budgets and POM submissions.

c. The Chief of Naval Operations directed the creation of local regional QOL boards by reference (a) to focus attention on QOL programs at the local level. One of the functions of local QOL boards is to submit QOL issues to the QOL Policy Board Working Group via the chain of command.

d. In accordance with reference (b), Morale, Welfare and Recreation (MWR) and Navy Exchange (NEX) issues must be referred to the MWR/NEX Board of Directors (BOD) for consideration. If approved by the MWR/NEX BOD, or its associated Flag Executive Council, MWR and NEX issues may then be referred to the policy board.

4. **Policy**

a. QOL programs are essential to the mission effectiveness of the Navy. Commanders should devote attention and resources to provide and manage such programs. The chain of command is responsible for the funding, management, control, and review of local QOL programs.

b. QOL includes traditional programs of family housing and bachelor quarters, family services, educational services, medical care, and all the other factors that are essential if an acceptable standard of QOL is to be achieved and maintained for Navy people. However, QOL also includes any other issue that affects the Sailor's or his or her family's QOL.

5. **Responsibility**

a. The Deputy Chief of Naval Operations (Manpower and Personnel) is designated as the Chief of Naval Operations' agent responsible for QOL advocacy within the Navy, and for reviewing and coordinating the various QOL programs to



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**OPNAVINST 1700.12A**  
**29 November 1995**

achieve the maximum benefit feasible for Sailors and families.

b. The Deputy Chief of Naval Operations (Manpower and Personnel) shall be assisted in fulfilling those assigned responsibilities by a flag member QOL Policy Board, a Commanding Officer's (CO's) Steering Group and Fleet/Force Master Chief representation. The Director, Personal Readiness and Community Support Division (N15), shall manage the processes of the QOL Policy Board and the Policy Board Working Group.

(1) The QOL Policy Board membership consists of one flag officer representative each from Commander in Chief, U.S. Pacific Fleet (CINCPACFLT); Commander in Chief, U.S. Atlantic Fleet (CINCLANTFLT); Commander in Chief, U.S. Naval Forces, Europe (CINCUSNAVEUR); Chief of Naval Education and Training (CNET); Commander, Naval Reserve Force (COMNAVRESFOR); Chief, Bureau of Medicine and Surgery (BUMED); Commander, Naval Supply Systems Command (COMNAVSUPSYSCOM); the Director, Personal Readiness and Community Support Division (N15); the Director, Shore Installations Management Division (N46); and two small Echelon-2 flag officers representing the interests of all other small Echelon-2 commands. In addition, the Master Chief Petty Officer of the Navy (MCPON); the Fleet Master Chiefs; and the Force Master Chiefs from CNET AND COMNAVRESFOR are also members of the board.

(2) The QOL Policy Board will be assisted by a QOL Policy Board Working Group. The QOL Working Group will meet prior to the QOL Policy Board as announced by the chairperson. The working group will consist of one QOL representative from each Echelon-2 command, the CO's Steering Group (described below), the Fleet Master Chiefs, and the Force Master Chiefs from CNET and COMNAVRESFOR.

(3) The CO's Steering Group membership will consist of one O6 representative each from

CINCPACFLT, CINCLANTFLT, CINCUSNAVEUR, CNET, COMNAVRESFOR, and two COs representing the interests of all other Echelon-2 commands. These members should normally be major shore command COs, and members should serve staggered two-year terms to provide continuity (at least one of these COs should have recent command-at-sea experience). The steering group sits on both the QOL Working Group and the Policy Board to provide a local CO's perspective on all QOL issues submitted through the chain of command.

(4) Observers to the Policy Board and Working Group are the Navy Inspector General, the Chief of Chaplains, the Navy Comptroller, and a representative from one of the Navy family member organizations (such as the Navy Wifeline Association).

(5) The Deputy Chief of Naval Operations (Manpower and Personnel) shall chair the board.

c. The QOL Policy Board will:

(1) Meet annually at the call of the chairperson; serve to accommodate the interests of the chain of command; and provide a medium for input to develop policy and general guidance for Navy QOL programs.

(2) Make recommendations to the Chief of Naval Operations concerning policy, use of available resources, and priorities among QOL program elements.

d. The QOL Working Group will:

(1) Preview and try to resolve all QOL issues submitted for policy board consideration.

(2) Refer to the QOL Policy Board those items which they themselves cannot resolve.

f. The chain of command is responsible for monitoring QOL programs that support the Navy population. In that regard, the senior local regional commander will establish a local QOL Board for

that area. COs may establish appropriate sub-boards at the installation level/afloat unit level. This regional QOL Board should normally be chaired by the senior local regional commander (or Area Coordinator, as appropriate). Commanders and COs should maintain a continuing review of all QOL programs to ensure their effectiveness. Review of QOL program effectiveness shall be included in the Immediate Superior in Command (ISIC) inspection program.

#### 6. Action

a. The Director, Personal Readiness and Community Support (N15), shall coordinate the activities of the QOL Policy Board.

b. Echelon-2 commanders may submit agenda items on a continuing basis throughout the year. In submitting agenda items, Echelon-2 commanders are to ensure compliance with the guidance contained in paragraphs 6e and 6f of this instruction. All agenda items for consideration by the following year's policy board/working group are to be submitted to the Director, Personal Readiness and Community Support (N15) to arrive by 15 December.

c. Flag officer nominees for policy board membership and CO nominees for CO's Steering Group membership are to be submitted annually to Director, Personal Readiness and Community Support (N15) by 15 December.

d. The Director, Personal Readiness and Community Support (N15), will forward final agenda items, schedule of events, and logistics information for the QOL working group and policy board meetings to each member of each group at least one month before each meeting, along with the status of the previous year's QOL Policy Board action items.

e. Echelon-2 commanders will ensure compliance with QOL program policies and specific provisions delineated in this instruction. Additionally, the following actions are directed as

minimum requirements at the local regional level. The senior officer (or Area Coordinator as appropriate) in each geographic area will:

(1) Establish a local regional QOL Board. The senior military member in the area will normally chair the board. In some geographic areas, some issues may cross claimancy lines of responsibility. In those instances, the senior military member will assume action and coordinate the issue with the claimancy involved. Members of the regional QOL Board should be senior commanders and those responsible and accountable for QOL programs in the area. Board meetings will be held at least quarterly.

(2) Establish sub-boards for key QOL areas. Monthly meetings of the sub-boards should be the norm. Sub-board chairs shall report to the regional QOL Board on problems and solutions. The goal of these working groups is to solve problems. If an issue cannot be resolved at this level, the problem will be elevated to the regional QOL Board, and ultimately to the appropriate level of the chain of command for problem resolution.

(3) Involve the community (all-hands calls, family forums, town meetings, etc.) in defining issues to be worked and in developing the solutions.

(4) Publicize and provide feedback to his or her constituency regarding what the local QOL boards are generating.

(5) Develop a QOL strategy that includes not only long-range plans, but issues that can be corrected quickly to generate immediate QOL improvements.

(6) Publicly recognize individuals and commands for QOL accomplishments. This includes on- and off-duty work and volunteers, as well.

(7) Be innovative in pursuit of QOL improvements.

**OPNAVINST 1700.12A**  
**29 November 1995**

f. QOL issues that cannot be resolved by regional QOL boards and that have Navy-wide application will be referred to the Navy's QOL Policy Board Working Group for action via the Echelon-2 commander. Agenda items must be reviewed and favorably endorsed by the regional QOL Board and the Echelon-2 commander.

7. Report. The reporting requirement contained in paragraph 6c is exempt from reports control by SECNAVINST 5214.2B.

**J. S. MOBLEY**  
Director, Navy Staff

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